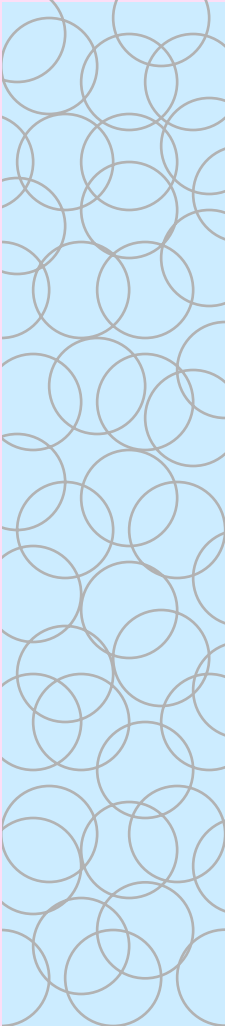




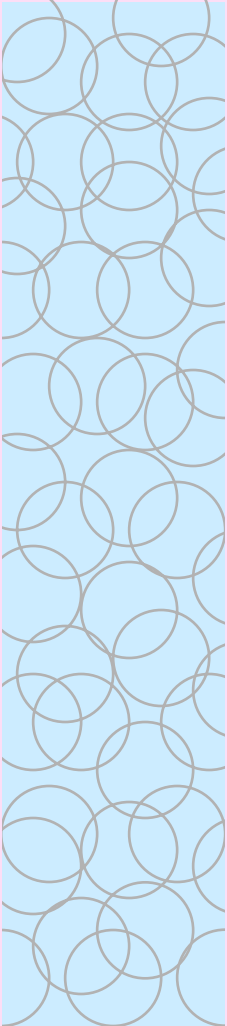
One Stop Business Plans?



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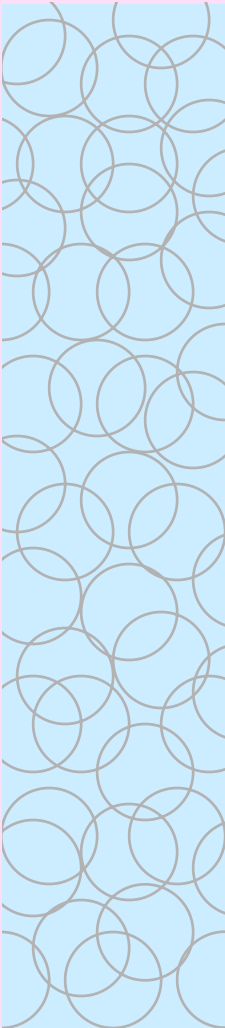


Council on Competitiveness

- 
- ◆ The most effective push for workforce readiness develops at the local level
 - ◆ There is a growing gap between income and skills
 - ◆ Skills needs cut cross lines drawn by region, demographics, economic status, and educational base.
 - ◆ Equipping people with the necessary tools can turn an economic liability into an asset.

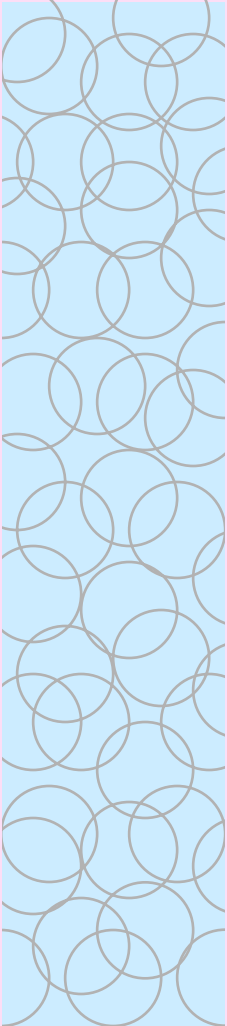


Council on Competitiveness

- 
- ◆ The best-spent training \$ direct job seekers to just-in-time training needed to transfer newly-acquired skills as quickly as possible to the workplace.
 - True for the the tech professionals who must re-tool
 - True for those trying to emerge from welfare to work.

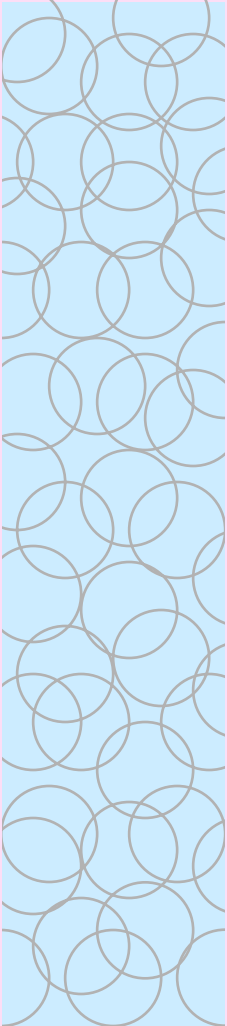


Council on Competitiveness

- 
- ◆ Inadequacy in job readiness has resulted in
 - Outsourcing
 - pressures to boost the numbers of visas extended to skilled foreign workers.
 - Increasing competence and competitiveness of human capital abroad

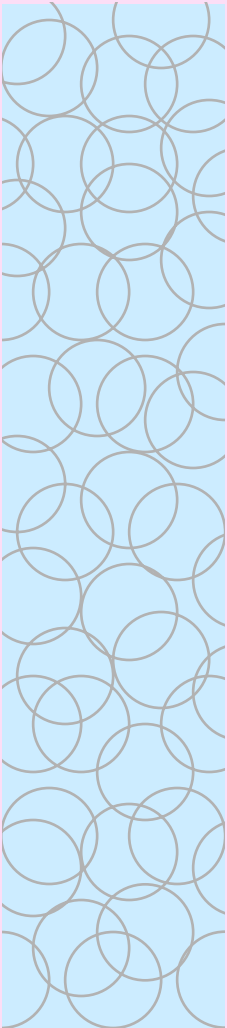


Growing the Economy from the Grassroots

- 
- ◆ Innovation is Local
 - Every state and community in the nation shares the same goal - find a way to
 - ◆ create good jobs
 - ◆ increase wages
 - ◆ improve the standard of living for its citizens.

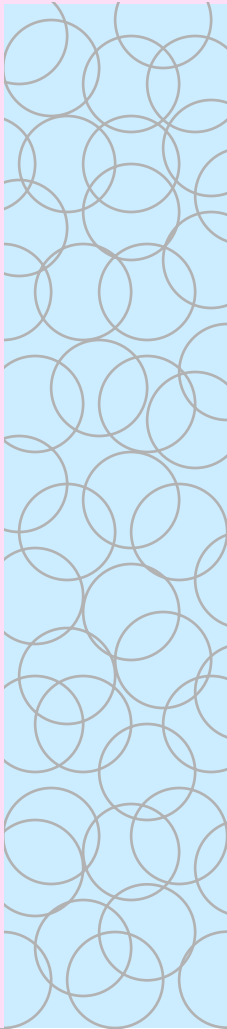


Growing the Economy from the Grassroots

- 
- ◆ Why do some communities succeed and others fall short?
 - Council on Competitiveness says: the key driver of economic growth is the ability of regions
 - ◆ to leverage local talent and resources
 - ◆ to support robust innovation
 - ◆ to transform new ideas and new knowledge into advanced, high-quality products or services.



Growing the Economy from the Grassroots

- 
- ◆ Innovation is driven at the local level from industry "clusters" within each region.
 - ◆ Clusters represent a new way of thinking about the structure of the US economy
 - ◆ Clusters reach beyond individual firms and across the boundaries of individual industries.
 - ◆ Clusters are the network of companies, suppliers, service firms, academic institutions, and organizations in related industries that, together, bring a product or service to the market.

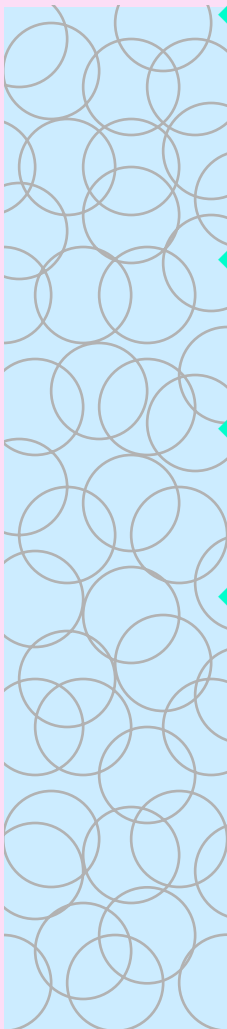


Growing the Economy from the Grassroots

- 
- ◆ **Clusters Turn Ideas into Prosperity**
 - Clusters encompass the elements needed to transform ideas into prosperity
 - ◆ universities churn out new knowledge
 - ◆ companies transform knowledge into new services or products
 - ◆ suppliers provide critical components
 - ◆ marketing / distribution firms deliver the product to customers.
 - ◆ **Result -regions enjoy higher average wages, productivity, rates of business formation, and innovation.**

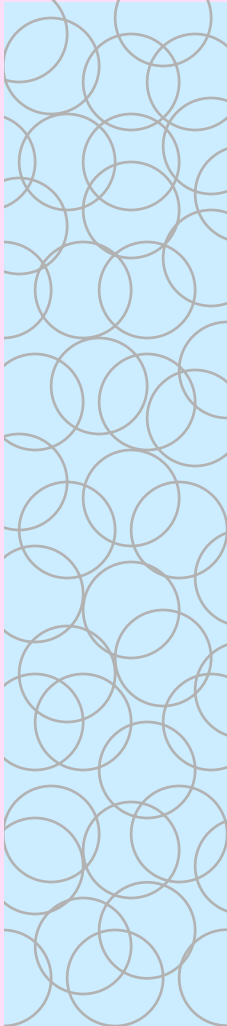


Why and how do clusters work?

- 
- ◆ Clusters innovate more rapidly because they draw on local networks that link technology, resources, information and talent.
 - ◆ They create strong competitive pressures on the ground, not hundreds or thousands of miles away
 - ◆ those pressures increase a firm's motivation and ability to innovate.
 - ◆ Close ties between companies and local universities and community colleges help to refine research agendas, train specialized talent, and enable faster deployment of new knowledge.

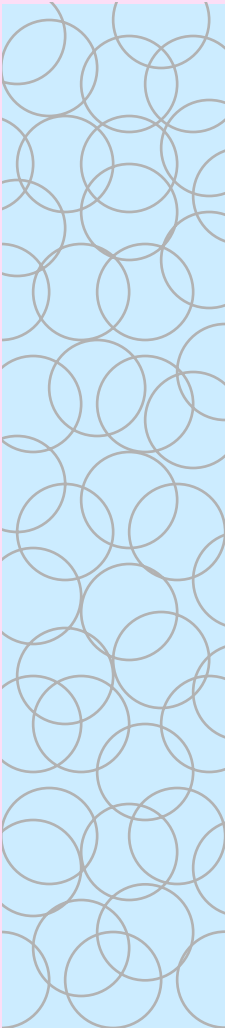


How Regions Can Develop Clusters

- 
- ◆ Chance - a noted researcher decides to locate in a given region
 - ◆ Some of the key ingredients for cluster formation are present in a region
 - a group of universities
 - a natural transportation network.
 - the legacy of "old" industries may provide the knowledge or links between people that spark creation of a new cluster.

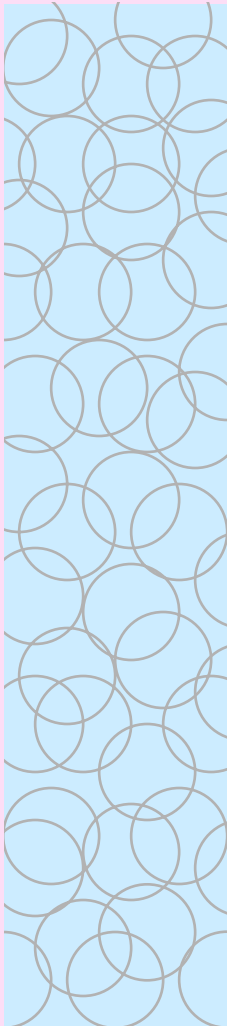


How Regions Can Develop Clusters

- 
- ◆ A checklist for innovation-driven growth and the types of actions that states and communities can take to help clusters expand and evolve.
 - Regional Asset Inventory to understand their economic strength
 - ◆ "What are we good at?"
 - ◆ talent pool
 - ◆ Location
 - ◆ Climate
 - ◆ Wages
 - ◆ research centers
 - ◆ existing companies.

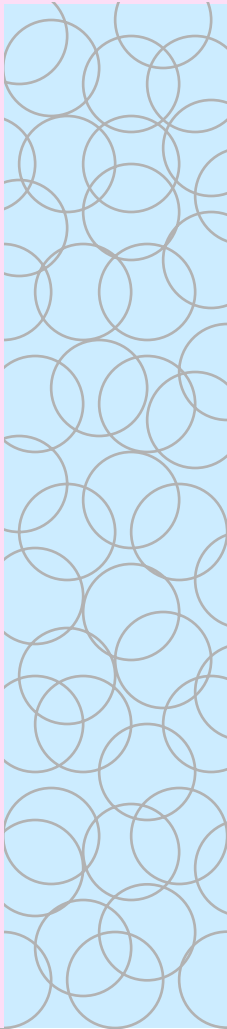


How Regions Can Develop Clusters

- 
- ◆ It may not be in "high-tech" or biotech
 - ◆ It may be in tourism, financial services, agriculture, or hospitality.
 - ◆ Successful regions leverage their unique assets to build specialized clusters.
 - ◆ They use private and public sector to nurture home-grown clusters.
 - To avoid wasting resources
 - ◆ They don't starting from scratch or
 - ◆ entice industries from other regions



How Regions Can Develop Clusters

- 
1. Build on strengths.
 2. Leverage existing economic resources and not pick "winners."
 1. Grabbing market share and holding it in a competitive world demands
 1. higher-value, new approaches
 2. better prices,
 3. breakthrough systems.
 4. Example
 1. traditional textile mills transitioned into advanced materials such as Gortex and Polartek.
 2. Regions must avoid the mindset that info tech, biotech and communications are the only path to economic success.



How Regions Can Develop Clusters



1. Invest in Research.

1. New ideas represent new opportunities.
 1. invest in laboratories, universities, and think-tanks that engage in cutting-edge research
 2. fast-growth companies are disproportionately concentrated around major universities.
 3. research centers train a supply of scientists and engineers who fuel the local innovation economy.
 4. Finally, universities and research centers institutionalize entrepreneurship and ensure a steady flow of new ideas.



How Regions Can Develop Clusters



1. Build the Talent.

1. Companies shift resources worldwide in search of qualified talent.
2. successful clusters need a deep talent base - solid K-12 schools, a steady supply of college-educated workers
3. agile community colleges that can respond rapidly to specific skill-set needs.
4. Mentoring programs to foster new start-ups,
5. internships to give students experience
6. efforts to keep college-age students at in-state schools (where they are likely to find work within the state upon graduation.)



How Regions Can Develop Clusters

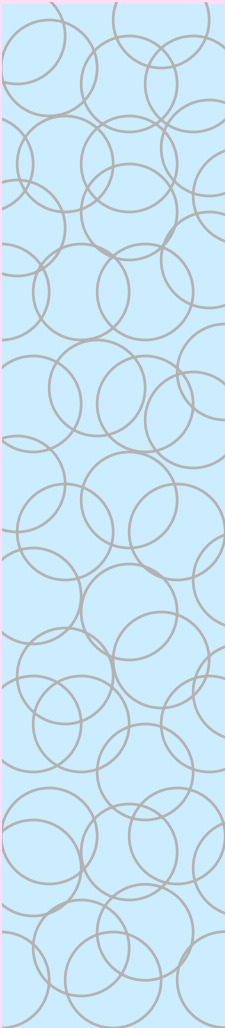


1. Seed Innovation Capital.

1. Risk capital is essential in turning new ideas and approaches into companies.
2. most private sector venture funds usually find their way to info tech, biotech, and communications - not helpful to regions with strengths in other sectors.
3. To address this gap, regions should set up centers that match public and private funding and leverage less formalized sources such as individual or "angel" investors.

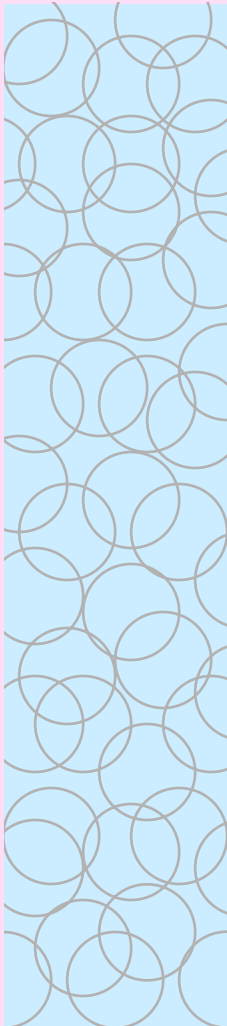


How Regions Can Develop Clusters

- 
1. **Strengthen your Infrastructure.**
 1. strong physical and information infrastructure is a baseline requirement for a prosperous regional economy.
 2. Roads, highways, airports, railroads, water, and power support the efficient movement of people, goods and services.
 3. The ability to communicate effectively and reliably impacts all businesses.



How Regions Can Develop Clusters

- 
1. Create Connections.
 1. create forums or institutions that bridge company or academic boundaries
 2. bring together entrepreneurs, academics, labor leaders, company officials, and public sector leaders.
 3. These institutions become the crossroads for new ideas.



How Regions Can Develop Clusters

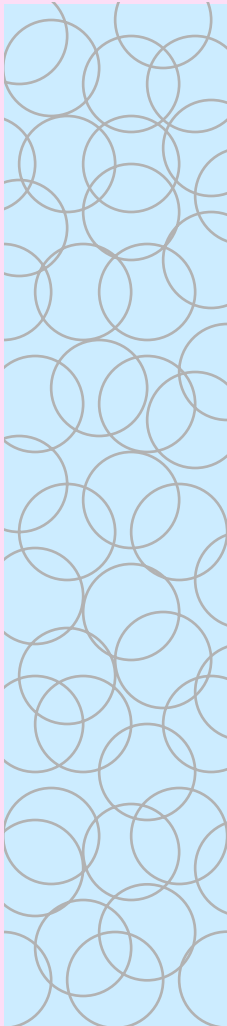
- 
1. Identify Private-Sector Champions.
 1. government and universities play a key role
 2. the private sector drives the process
 1. companies are better able to identify obstacles and constraints to growth.
 2. initiatives driven by business leaders are less likely to be polarized politically.
 3. economic development plans often benefit from business models and implementation skills.
 4. Strong leadership is needed to ensure that companies, knowledge centers, government and collaborative institutions contribute to their full potential.



How Regions Can Develop Clusters

1.

Think Economically, Not Politically.

- 
1. Clusters do not tend to fall neatly within political boundaries.
 2. Economic development strategies should include neighboring regions and states when industry linkages occur.
 3. Coordination of policies and planning among local jurisdictions is the first step.
 4. Empowered local leaders can be convened under an umbrella organization to address short and long-term issues in areas like workforce development, education, transportation, housing and land zoning.

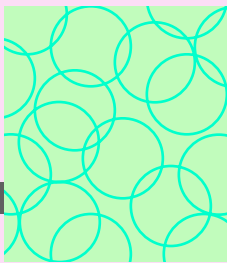


How Regions Can Develop Clusters



1. Take the Long View

1. specialized assets necessary for innovative clusters take a long time to form
2. public and private leaders must have patience and must create the tools for nurturing clusters that will outlast elections and business cycles.
 1. example: academic institutions
3. leaders must recognize that economic development strategies run their course and often create challenges that must be addressed in a new visioning process.

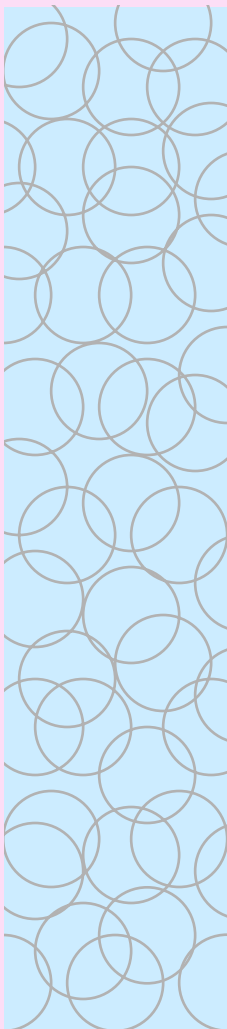


Next Steps – Federal Role

- ◆ Create a framework for innovation.
- ◆ Renew the base of science and knowledge
- ◆ Provide incentives that encourage private-sector efforts
- ◆ Increase funding for research
- ◆ Expand funding for science and engineering scholarships
- ◆ Fortify intellectual property protection and anti-trust laws with a greater weight on innovation
- ◆ Encourage business investment in R&D
- ◆ university-industry collaboration through tax incentives
- ◆ Encourage locally-based federal agencies to communicate and coordinate with local communities
- ◆ Collect more up-to-date data at the county level on wages, employment, and number of establishments
- ◆ Provide matching funds for innovation-focused development at the state and regional levels

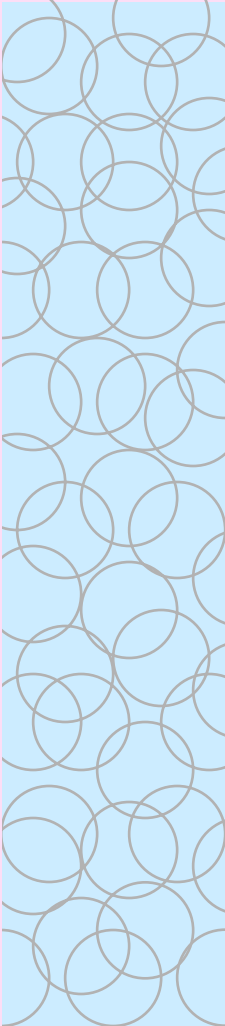


State and Local Governments

- 
- ◆ provide the environment where innovation occurs.
 - Conduct an objective assessment to identify strengths and weaknesses.
 - Leverage existing strengths and assets
 - Build the physical, information, and talent infrastructures with regional governments and organizations playing the central role in cluster-specific strategies
 - Create leadership organizations of key stakeholders to provide continuity through political changes

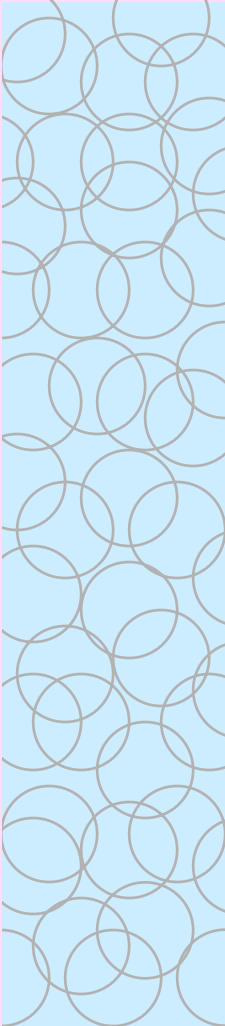


State and Local Governments

- 
- Identify private sector champions
 - Encourage networking organizations that catalyze public-private dialogue and develop community-wide strategies
 - Develop cluster-focused economic development plans that are outcome-driven
 - Coordinate sub-regional government policies and investments
 - Create strong standards and accountability to support K-12 education
 - Establish research and industrial parks and business incubators that encourage innovation-based competition

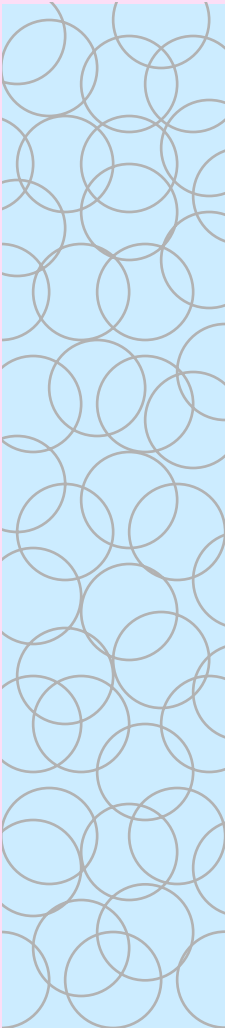


Universities and Research Institutes

- 
- supplying a specialized, trained workforce
 - transferring knowledge to the private sector.
 - ◆ Actively participate in cluster development
 - ◆ Work with firms to streamline the technology transfer
 - ◆ Develop outcome measures for commercialization of university-created intellectual property
 - ◆ Create cluster-specific institutions to support collaboration between academia and industry clusters
 - ◆ Work with local industry to create areas of excellence within universities that complement local industry strengths
 - ◆ Participate in the recruitment of companies
 - ◆ Support company start-up efforts by professors and students through mentorship, entrepreneurial education, and financing

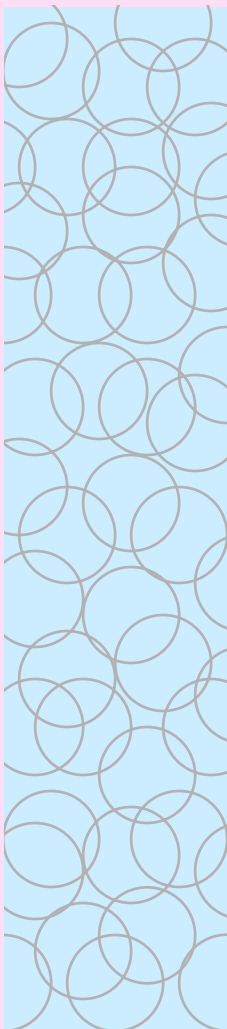


How Regions Can Develop Clusters

- 
- ◆ **Cluster-Specific Institutions for Collaboration** Both formal and informal networking is essential to cluster development and can be found in many different forms. Cluster specific institutions, in particular, have been found to be very effective when they focus on the following areas:
 - ◆ Promote cluster awareness
 - ◆ Engage in ongoing diagnosis of cluster's competitive position relative to other peer clusters

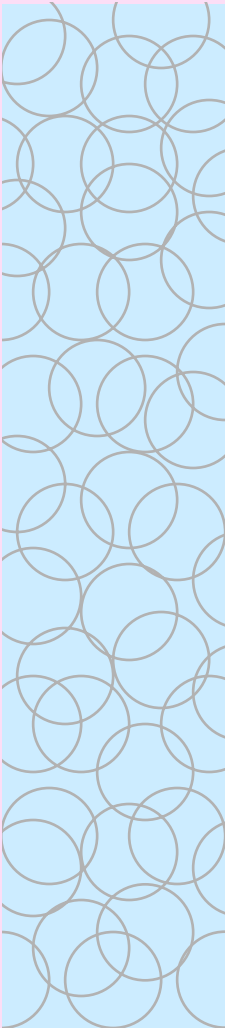


What is the USDOL Doing

- 
- ◆ Funding Incubators
 - ◆ goals and objectives of the Incubator Sites
 - Highlight working examples of state and local workforce investment areas that are focusing on high growth, high demand industries;
 - Provide a leadership model for the public workforce system and its education and training partners to develop workforce solutions for those industries with the greatest demand for new workers;

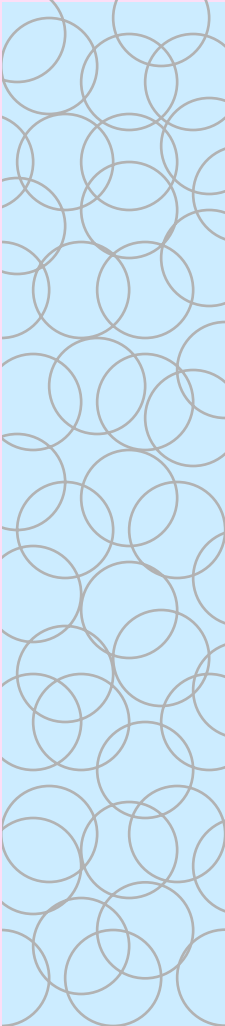


What Is USDOL Doing?

- 
- Demonstrate the value of leveraging public workforce dollars with other state and local funding, business resources, and foundation support to develop and implement workforce solutions for local employers and provide career opportunities for local workers.
 - Document the strategies and approaches used to serve high growth industries and share those experiences with the public workforce system to facilitate replication;

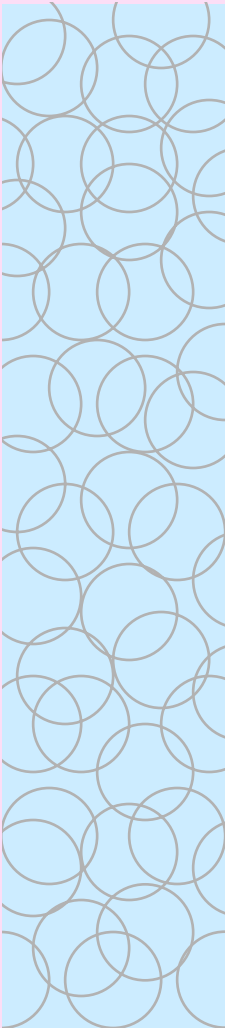


One Stop Operating Principles

- 
- ◆ The one stop system is the cornerstone of the Workforce Investment Act
 - services that bring together training, education, and employment programs.
 - continuous improvement initiatives which include:
 - ◆ Restructuring of the one-stop centers/systems to support integration and bring services closer to the customer.
 - ◆ One-stop centers/systems operating as cohesive businesses with formal operating structures.

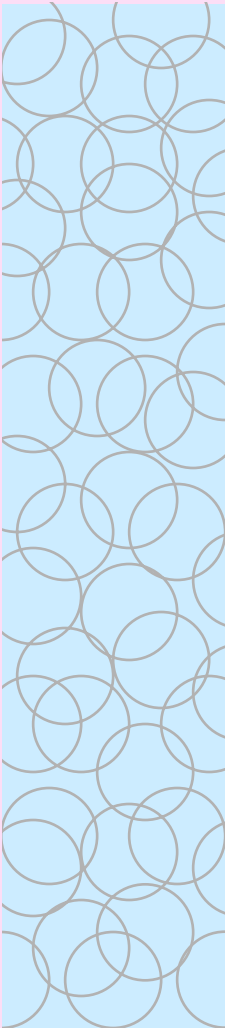


Starting a Business Plan

- 
- ◆ Most business plans target:
 - Integration of programs and services
 - ◆ Seamless, functional coordination of services through joint development of the system's vision, goals, service strategies, resource allocation
 - A reduction in duplication of services,
 - Better quality services,
 - Enhanced customer satisfaction as customers receive the services they need
 - without having to be concerned about who or what agency is providing the service,
 - Greater availability of services,
 - High level of staff morale



Integration

- 
- ◆ In order to achieve this integration one stops need to
 - Be guided by customer needs, customer satisfaction and customer success,
 - Build a culture of collaboration that will outlast staff and management changes,
 - Bridge the knowledge gap – increase inter-agency knowledge.
 - Invest – spend the staff time needed to work out the details.



Starting a business plan

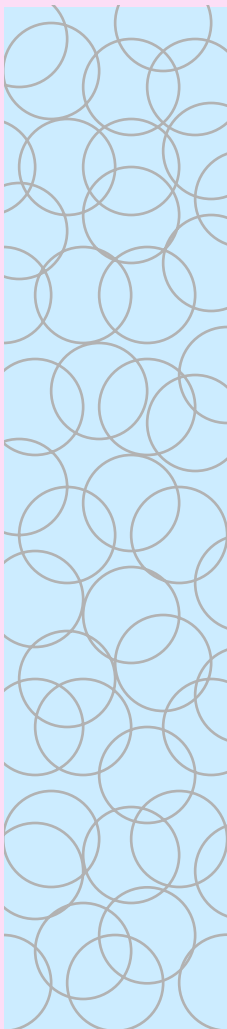


◆ Provide for Universal access

- Efficient and timely access to a wide variety of job-seeking and employment services provided to any job seeker.
 - ◆ How can other partners also provide core services through the one stop system.
 - ◆ Provide a range of Core services
 - Job seeker and employer customer outreach;
 - Greeting, reception/orientation to services;
 - Initial assessment and eligibility determination for eligibility-based programs
 - Orientation to the information and services available through the one stop system;
 - Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;

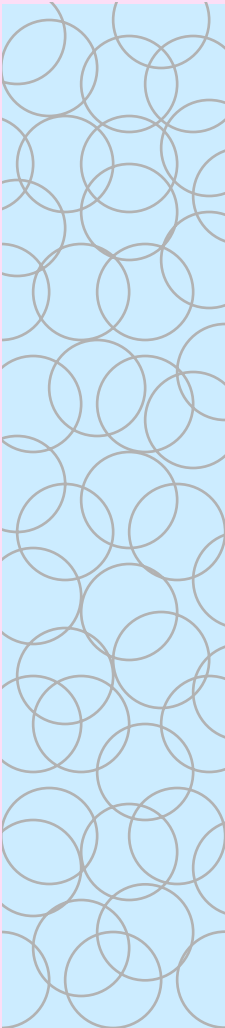


Core Services, cont.

- 
- ◆ Employment statistics information relating to local, labor market including job vacancy listings, information on job skills necessary for jobs, and information relating to local occupations in demand and the earnings and skill requirements for the jobs
 - ◆ Performance history and cost of eligible training providers
 - ◆ Job search, placement assistance, career counseling;
 - ◆ Job analysis and posting of vacancies;
 - ◆ Information regarding hiring practices, ADA, EEO, and testing;
 - ◆ Analysis of employer and industry needs;
 - ◆ Development of workshops for job seekers, youth, and employers
 - ◆ Rapid response services in coordination with one-stop partners;
 - ◆ Consumer information regarding local performance, supportive services and how to file unemployment compensation claims;
 - ◆ Appropriate referrals to partner and community-based services;

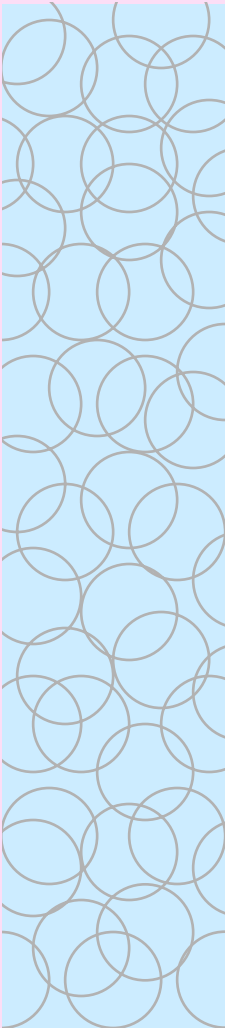


Starting a Business Plan

- 
- ◆ Empowering individuals through meaningful training choices
 - Information and guidance available to help clients make choices about training programs.
 - Sectoral strategies for employers and job seekers
 - Using information technology to improve service quality
 - One-Stop effectiveness measures
 - ◆ Performance-driven, outcome based system that uses data collection, customer feedback and other tools to assess program success.

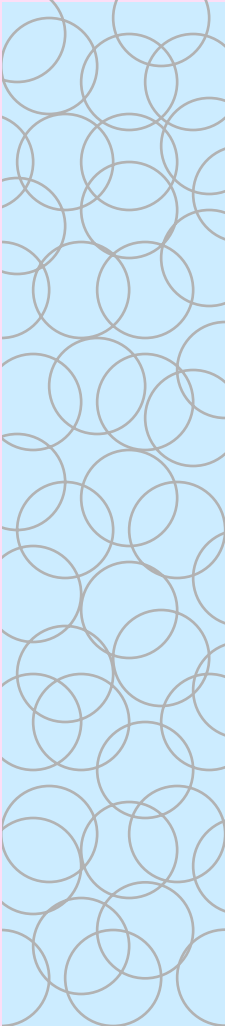


Underlying Service Principles

- 
- ◆ WIA funds fill gaps in the one-stop delivery system of services
 - to support integration and seamless delivery to customers – get away from silo'd programs
 - Integration of services also means integration of marketing and communication approaches to business and the community.
 - ◆ EX. Using WIA to support website development for the one-stop system and marketing materials.
 - ◆ All partners are expected to market and communicate the one-stop system services that include the resources and expertise of all partners.

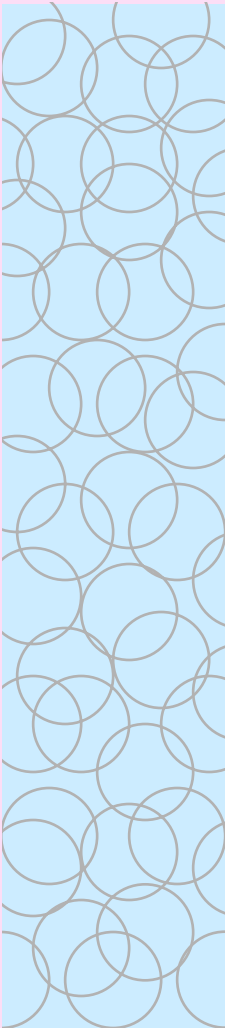


Workforce Development Principles

- 
- ◆ Building the skill base of the region rather than just shifting existing skills around the labor market
 - ◆ Targeted training and education activities.
 - ◆ Development of the services to business customers through industry sector strategies



How to Start?

- 
- ◆ Convening a broad group of community stakeholders
 - ◆ Prioritizing
 - workforce issues
 - action goals
 - desired outcomes



How to Start



◆ Examples

- Condition More Diversity in the local Workforce
 - ◆ Action Goal: Improve language skills of workers with limited English language skills.
 - ◆ Desired Outcome: Better vocational English
- Condition: Changing Economy
 - ◆ Action Goal: Improve transferable skill levels of the current and emerging workforce.
 - ◆ Desired Outcome: Skill sets which match the changing needs of business



How To Start



◆ Ex:



- Condition: Youth Aspirations Inconsistent with Labor Market Realities
 - ◆ Action Goal: Increase career awareness among youth, beginning with the elementary level.
 - ◆ Provide opportunities for youth to match their aptitudes with career choices.
 - ◆ Desired Outcome: Youth are better matched to their careers and more aware of their interests



How to Start?

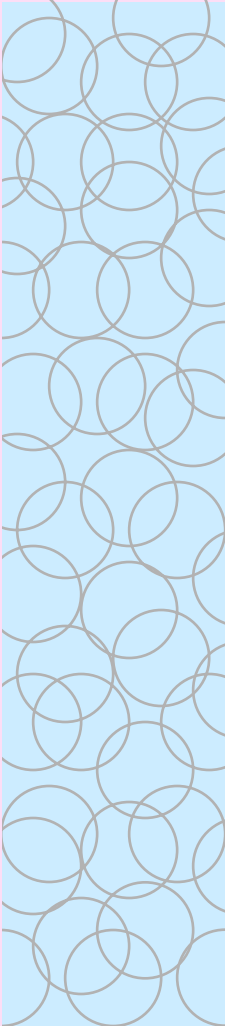


Ex:

- Condition: Mobility of Workers: Access to and Cost of Transportation
 - Action Goal: Support efforts to achieve affordable workforce transportation
 - Desired Outcome: Reduction in commuting time
- 
- 

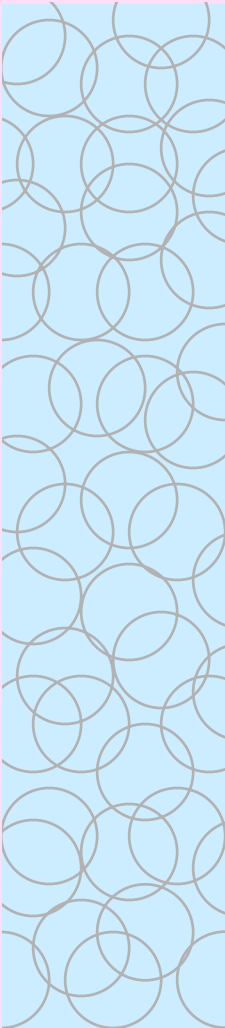


Approach

- 
- ◆ List goals and objectives
 - ◆ Determine whether these are the correct goals
 - ◆ Review the services you are providing
 - ◆ Will these services allow you to meet your goals
 - ◆ If not what services are necessary?



Business Plans

- 
- ◆ Focus on Employer Services
 - What are employer services
 - ◆ Core services?
 - Screening
 - Referral
 - ◆ OJT?
 - ◆ Customized Training?



Business Plans



◆ Focus on Fee for Service